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# The Report of the Advisory Board on the Voluntary Sector

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## Sustaining a Civic Society

# VOLUNTARY

# A C T I O N

## in Ontario

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January, 1997

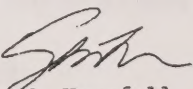
Mrs. Julia Munro  
M.P.P., Durham-York  
Parliamentary Assistant to the Premier  
Queen's Park, Toronto, Ontario

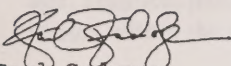
Dear Mrs. Munro:

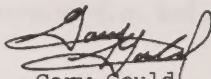
It is our pleasure to present the Report of The Advisory Board on the Voluntary Sector. This Report is the result of our extensive consultation process with the voluntary sector and other stakeholders in communities across Ontario. Much of the content refers to the provincial government's role; however, we have also included our findings regarding the roles of the voluntary sector, other levels of government, the community, business and labour. It is our hope that these stakeholders will also benefit from and act upon these recommendations.

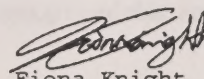
We express our particular appreciation for your support of our request to undertake province-wide consultations to aid our work. We are sure you agree that it has enriched the outcome tremendously. The members of the Board have spent the past year defining with the community a desirable future for voluntary action. We are committed to this future and, with the support of the Government of Ontario, believe it can be achieved. Accordingly we submit to you, in trust, our recommendations.

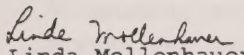
A special thanks is due to all of those who participated with us in this endeavour and to those who gave so much of their time in preparing the report.

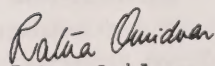
  
Sally M. Horsfall, Chair

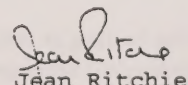
  
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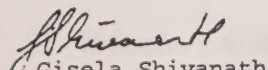
  
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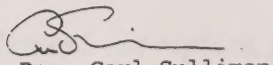
  
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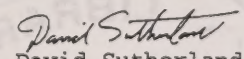
  
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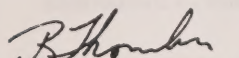
  
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## FIRST PRINCIPLES OF VOLUNTARY ACTION

- ☐ ***Voluntary Action is a hallmark of civic society***  
Voluntary action is rooted in citizenship and social responsibility.
- ☐ ***Voluntary Action advances quality of life***  
Voluntary action should enrich and empower the lives of the people it affects.
- ☐ ***Voluntary Action is an expression of responsibility to one another***  
Voluntary action provides an opportunity for individuals to contribute to their communities through a demonstration of civic and shared responsibility.
- ☐ ***Voluntary Action includes advocacy as an essential part of democracy***  
Advocating at all levels within society is a legitimate mechanism by which voluntary organizations represent and promote the interests of those they serve (e.g., representing the rights of people in institutions, or encouraging wheelchair accessibility).
- ☐ ***Voluntary Action is rewarding and satisfying***  
Volunteers need to know that what they are doing is making a difference and is contributing to their personal self-development.
- ☐ ***Voluntary Action is enhanced if a volunteer's own essential needs are met***  
People will more readily volunteer if they do not have to worry about their own needs.
- ☐ ***Voluntary Action values diversity***  
We need to recognize and value the full spectrum of differences in motivations and aspirations, age, abilities, politics, ethnicity, culture, religion, and socio-economic background that are represented within the voluntary sector.
- ☐ ***Voluntary Action is willing and non-salaried***  
Volunteering needs to be clearly distinguished from those actions required as part of government or other programs, e.g., community service orders, workfare. (Reimbursement for reasonable expenses may be appropriate).
- ☐ ***Voluntary Action should complement, not replace, jobs***  
Voluntary action should not actively seek to replace employment or jobs, and should be taken by individuals of their own choice to augment but not compete with paid activity.
- ☐ ***Voluntary Action complements and does not displace essential services***  
Government should continue to be accountable and responsible for the provision of essential services to meet basic needs, although voluntary organizations may choose to participate in the provision of services.



## **HIGHLIGHTS**

### **Themes**

- ☐ Voluntary action is a hallmark of a civic society.
- ☐ The voluntary sector must be an equal partner at the table - with government, business and other stakeholders.
- ☐ Voluntary action is affected in many ways by government; governments can make a difference in the quality of voluntary action in communities.
- ☐ Voluntary organizations and the causes they work for are immensely diverse; yet they share many things in common.
- ☐ Volunteers are not free - in our complex world they need training, support and recognition.
- ☐ Civic society is enhanced when voluntary action reflects the diverse interests and backgrounds in our communities and when its value is passed on through generations.

### **Recommendations**

- ☐ Create a Round Table of government, voluntary organizations and other stakeholders, chaired by the Premier, to ensure a place at the table for the voluntary sector.
- ☐ Appoint a Minister responsible for voluntary action.
- ☐ Put voluntary action and the voluntary sector on the agenda of a First Ministers' Conference.
- ☐ Support a means for the voluntary sector to speak with a cohesive voice, provide mutual support and reach common objectives.
- ☐ Establish a community-driven fund to build capacity for voluntary action.
- ☐ Support voluntary action through strategic government funding decisions.
- ☐ Support voluntary action through legislative initiatives.
- ☐ Support diverse populations in their volunteer efforts.
- ☐ Impart the value of voluntary action to youth through the school curriculum.

# CONTENTS

SUMMARY .....	i
A HALLMARK OF A CIVIC SOCIETY .....	1
A PLACE AT THE TABLE .....	9
The Community Message .....	9
Recommendations No. 1 .....	9
Recommendations No. 2 .....	10
Recommendations No. 3 .....	12
A COMMON AGENDA .....	14
The Community Message .....	14
Recommendation No. 4 .....	14
NEW PARTNERSHIPS - NEW CAPACITY .....	19
The Community Message .....	19
Recommendation No. 5 .....	20
Recommendation No. 6 .....	23
GOVERNMENT AS ENABLER .....	25
The Community Message .....	25
Recommendation No. 7 .....	26



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# Report of the Advisory Board on the Voluntary Sector

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## C O N T E N T S

VOLUNTEERS OF TODAY AND TOMORROW .....	28
The Community Message .....	28
Recommendation No. 8 .....	28
Recommendation No. 9 .....	29
CONCLUSION: A NEW ERA FOR VOLUNTARY ACTION .....	31
RECOMMENDATIONS .....	33
ENDNOTES .....	41
ACKNOWLEDGMENTS .....	43
APPENDIX 1 .....	45
APPENDIX 2 .....	51

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## SUMMARY

**V**oluntary action is a hallmark of civic society, rooted in citizenship and social responsibility, and shaped by our concern for and obligation to one another. Although these values will always be in existence, the face of voluntary action is changing rapidly and in many fundamental ways. Certain aspects of voluntary action are so different from the past as to be almost unrecognizable. Unless a fundamental transformation occurs in how the voluntary sector interacts with the rest of society and how we build and manage the system, voluntary action cannot flourish.

The nature of volunteering and how it is integrated with lifestyle realities has shifted dramatically in the last few decades. Pressures on the voluntary sector due to decreasing resources and increasing demand are requiring major alterations in operations and attitude.

While some of the contents of this report may be familiar to those who have lived and worked in the voluntary sector, the report is intended to emphasize the unprecedented shifts which are occurring across the sector and strategies to address these shifts. It is a "ringing of the bell." While some of the shifts appear at first glance to be subtle, they signal major readjustments that must be addressed in creative ways.

The voluntary sector wants to take hold of its own destiny and develop new and equal partnerships with government and the private sector. It wants to be part of the planning process at all levels, and bring a community-based perspective to policy formulation. It also recognizes that there is a serious need for consistency, coordination and rationalization of resources both within government and the voluntary sector.

Of great importance is the recognition that the local community is the basis for voluntary action and that a healthy and economically strong community includes a robust voluntary sector. Support for enhancing voluntary action is crucial if we are to not only prevent the collapse of a previously well-developed system but adjust to the "sea change" which is occurring.



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## Report of the Advisory Board on the Voluntary Sector

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### S U M M A R Y

Accordingly, the Advisory Board on the Voluntary Sector commends to all partners in voluntary action a set of first principles that emerge from this new vision of voluntary action and define its values. These principles, listed at the beginning of the report, underly the recommendations that follow.

There are three overarching themes that run through the recommendations contained in this report:

1. the imperative for a new partnership and relationship with government - a place at the table;
2. the need for the sector to examine how it can speak with a cohesive voice and form new alliances among voluntary organizations to provide mutual support and work toward achieving the objectives they hold in common;
3. the need to develop new partnerships and models to build the capacity of voluntary organizations to serve the community.

Historically, governments have tended not to consider voluntary action and its social and economic impact when designing policy and legislation. Therefore, there needs to be a focus within government that will actively bring the voluntary perspective to the table. This calls for a new partnership between government and the voluntary sector, with government acting to enable and enhance voluntary action rather than directing and controlling it. Since federal, provincial and municipal governments have profound impacts on voluntary action, it is important that policy considerations be broadly collaborative and that the cumulative effect of government actions on the voluntary sector be assessed. In addition, there is a need for the provincial government to address coordination across ministries to support voluntary action. The report recommends specific strategies to accomplish this.

The Advisory Board heard across the province that there are many challenges for which the voluntary sector itself is responsible. Within the sector, there is a need to develop a cohesive voice that speaks for the wide range of organizations - with differing mandates and structures - that make up the sector. It is also important to recognize that communities are different; what works in one may not be appropriate in another. The traditional focus in the voluntary sector on top-down solutions and resources needs to give way to a more com-



## S U M M A R Y

munity-driven process to manage local priorities. Nevertheless, voluntary organizations do understand that they have much in common, including the need to share information, and that they need to be able to speak with a cohesive voice to government and other stakeholders, as well as to bring together their resources to enhance voluntary action.

The voluntary sector is concerned with the notion that there are no costs involved in volunteering. There are costs and it is essential for the voluntary sector to have appropriate resources to build capacity to serve the community and to continuously develop leadership and management in voluntary organizations. There is a need to support the basic elements of recruitment, training and supervision of volunteers through dedicated resources, and to support and manage information technology needs within the sector. At the same time, voluntary organizations need new models to provide innovative approaches to designing and delivering programs. Defining an appropriate role for strategic investment by government in the sector is critical, as is exploring new ways of using existing resources, seeking diversified funding sources and setting up creative partnerships with the private sector and other partners.

Notwithstanding government rationalization at all levels, governments have a responsibility to provide a policy, legislative and regulatory environment that facilitates and supports voluntary organizations and voluntary action. Inadequacies exist, particularly in organizational and supervisory law, and the various levels of government should work with the voluntary sector to determine appropriate reforms.

As our communities become more diverse in terms of cultures, ages, capacities and interests, there is increasing diversity among volunteers. It is important for the voluntary sector to recognize and value volunteers from all walks of life, to ensure access to potential volunteers and to address personal strengths, weaknesses and interests.

The Advisory Board heard frequently that a commitment to voluntary action begins in the very young. Values which include caring for our world, sharing with others and building community must be instilled and maintained in young people. We need to help young people to recognize that not only does volunteering yield its own rewards in satisfaction, but it can help build their futures.

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## Report of the Advisory Board on the Voluntary Sector

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### S U M M A R Y

As the voluntary sector defines new partnerships, particularly with the provincial government, business and labour, all of the partners need to recognize, understand and move toward acceptance of the underlying principles that govern voluntary action. We need to foster civic-minded values in society, support the spirit of voluntary action and recognize that the traditional view of voluntary action as a humanitarian function with little connection to the rest of our lives has been replaced by the new understanding that voluntary action pervades all parts of our lives and our economy, and is integral to the fabric of our society.



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# A HALLMARK OF A CIVIC SOCIETY

**T**hroughout history people have helped each other through good times and bad, often at great personal sacrifice. Long before governments existed or formal economies flourished, caring for, protecting and helping each other was part of human nature and it has become the very basis of a civic society. Some of the natural inclination to help one's fellow citizen has become harnessed within voluntary organizations while much of it has remained informal among neighbours.

Volunteers make up a vibrant, flourishing sector which is eager to continue contributing to the social and economic health of Ontario. It is estimated that well over two million people formally volunteer<sup>1</sup> with an estimated 64,000 voluntary sector organizations.<sup>2</sup> Many more people volunteer in their communities in less formal ways. As we move into the next millennium, we are witness to a richness of diversity in terms of who volunteers, why they volunteer and how they choose to volunteer. Traditionally people volunteered out of a sense of charity or *noblesse oblige*; today they also volunteer for other reasons - some want to make new friends, others want to help their neighbours and some want to gain job skills. Thus, we see voluntary action moving across the spectrum, from altruism at one end to a strategy for achieving other, more tangible objectives on the other.

There are many different ways that people volunteer, including:

- ☐ helping a sick neighbour;
- ☐ being involved in school or neighbourhood associations;
- ☐ belonging to community groups or service clubs;
- ☐ donating time to organizations that provide social services;
- ☐ planning a religious or cultural event; or

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- ☐ sitting on the board of directors of a community agency.

The nineties have seen major changes in our society in Ontario and beyond. In response to exceptional economic challenges, the business world has changed in fundamental ways. More recently, governments have been redefining their roles in our society as they respond to new priorities and fiscal realities. Likewise, many voluntary organizations are re-examining the traditional approaches that have defined the voluntary sector.

The tremendous importance of voluntary action in Ontario was recognized in the government's Speech from the Throne on September 27, 1995. At that time, the Premier requested Durham-York MPP Julia Munro, his Parliamentary Assistant, to lead an initiative to support and nurture the spirit of voluntary action in Ontario. To advise her, Mrs. Munro established the Advisory Board on the Voluntary Sector, chaired by Sally M. Horsfall.

The mandate of the Advisory Board has been to:

- ☐ advise the Ontario government about legislation and policy which adversely affect voluntary action and ways to improve them;
- ☐ advise the Ontario government about strategies which can be undertaken by government to enhance voluntary action;
- ☐ provide a map for future direction by the government to ensure the voluntary sector can continue to be a powerful and contributing force; and
- ☐ by request, provide feedback about ideas, proposals and opportunities which are presented to Mrs. Munro.

Based on the results of its consultation process the Advisory Board presents this final report to Mrs. Munro, and through her to the Premier of Ontario, the Honourable Michael D. Harris, and to the community.

The Advisory Board conducted consultations in three phases.

1. In July 1996, seventeen leaders of the voluntary sector met for a one-day Key Informants' Conference to define some of the key challenges facing



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voluntary action. The results were used to stimulate discussion at the next phase.

2. A Search Conference, held in September 1996, involved about 50 participants from voluntary organizations, business, government and labour who met for an intensive three-day session. They defined their vision of a desirable future for voluntary action in Ontario, recommended ways to move forward, and suggested an action plan for the provincial government and other stakeholders. The report that was produced following these two conferences and used as the basis for the next phase can be found in Volume 2 of the Report of the Advisory Board on the Voluntary Sector.
3. Regional community consultations were held during October 1996 in the following communities: Fort Frances, Sudbury, London, Hamilton, Peel, Toronto, Campbellford, Ottawa and Cornwall. Participants discussed local issues, solutions and priorities, and reacted to the suggestions made at the Search Conference through voting technology. One consultation focused specifically on information management and information technology for the voluntary sector. The report that synthesizes the vast and rich material that was generated at these consultations can also be found in Volume 2 of the Report of the Advisory Board on the Voluntary Sector.

Through this extensive consultation process the Advisory Board was able to draw on an impressive range of experience and perspective. The participants in the consultations identified that they were affiliated with or worked with over 700 organizations. The following major groupings of affiliations were represented in this cross-section: cultural organizations; educational institutions and agencies; faith communities; First Nations; charitable foundations; the health sector; historical organizations; labour; business; consultants; multicultural organizations; natural resources and environmental organizations; organizations for people with disabilities; professional associations; public policy groups; recreation and sports organizations; seniors organizations; service clubs; social service agencies and organizations; umbrella organizations such as volunteer centres and the United Way; women's organizations; and youth and children's organizations. The participants contributed to these varied organizations as volunteer board members (approximately 39%), as members of the organization or volunteers (37%) and as staff (25%). A list of the consultation participants and a list of their affiliated organizations can be found in Appendix 1 and Appendix 2 of this report.

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There are three overarching themes that run through this report. First, it is the Advisory Board's view, supported by the consultation process, that it is time for a new partnership with government which is characterized by the voluntary sector taking a place at the table, and government acting as an enabler of voluntary action rather than as a director and controller. Second, the voluntary sector needs to develop new relationships within the sector to be able to speak with a stronger cohesive voice and for mutual support. And third, new partnerships need to contribute to building the capacity of the voluntary sector to better serve the community through voluntary action.

In addition to the Premier's request of his Parliamentary Assistant, Julia Munro, and the subsequent establishment of the Advisory Board on the Voluntary Sector, the Ontario government also indicated its support of voluntary action in its 1996 Budget. In the Budget, it committed to invest in new measures and new technologies to coordinate and link the existing volunteer service agencies in the province to better coordinate services and to match people in need of services with volunteers willing to offer their time and skills. The task of developing a program to meet this commitment was assigned to the Minister of Citizenship, Culture and Recreation. To complement its own consultations, the Advisory Board also received the views expressed at a number of parallel consultations carried out by the Ministry of Citizenship, Culture and Recreation in late September 1996 with regard to this new Linkages program. Also, throughout its deliberations, the Advisory Board was briefed a number of times by staff of that ministry and provided feedback on their program proposals.

The Advisory Board determined prior to its consultations that the following terminology would be common to the process and is used consistently in the report:

- ☐ *Voluntary action or volunteering* refers to actions taken by people of their own free will in shaping their communities. It is "active citizenship"; it is people accepting responsibility for, and participating in, civic affairs; and, it is people helping others, both formally and informally.
- ☐ *Voluntary organizations* are non-profit organizations, which are charitable in nature and are typically governed by voluntary boards of directors and may also rely on volunteers to carry out a substantial portion of their work.



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☐ The *voluntary sector* is made up of voluntary organizations that include<sup>3</sup>, for example:

- health organizations such as community health clinics or visiting nurses;
- education and youth development organizations such as Scouts or Boys and Girls Clubs;
- social service organizations such as Meals on Wheels or the Canadian Hearing Society;
- sport and recreation organizations such as local hockey or soccer leagues;
- educational/skills organizations such as job skills training agencies or universities;
- arts and culture organizations such as local museums or symphonies;
- law and justice organizations such as the Elizabeth Fry Society;
- faith organizations;
- grass roots, community and advocacy groups such as People First Ontario;
- environment and resources groups such as Ducks Unlimited;
- animal welfare groups such as the Humane Society;
- service organizations such as the Rotary or Lions clubs;
- international aid organizations such as Oxfam Canada;

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- society and public benefit organizations such as the United Way;
  - immigrant and settlement services organizations such as the Ontario Council of Agencies Serving Immigrants.

These organizations range from those that have many paid staff and work in complex organizations to those that are operated entirely by volunteers within an informal network. The typical organization, however, falls somewhere in the middle with a small number of staff who rely upon a number of volunteers to do much of the work of the organization.<sup>4</sup>

Current estimates are that about 64,000 non-profit organizations<sup>5</sup>, including registered charities, as well as an undetermined number of community groups, make up the voluntary sector in Ontario. These voluntary organizations typically share the following characteristics:<sup>6</sup>

- 1) they are governed by volunteers and have their own decision-making processes;
- 2) they benefit from philanthropy and the voluntary participation of their members;
- 3) they produce benefits that are enjoyed outside the membership of the organization;
- 4) they do not distribute profits and are non-profit in orientation;
- 5) they exist independently from the government although some may be quite dependent upon it for funding and service partnerships.

The importance of voluntary action in our society cannot be underestimated. Voluntary action is a hallmark of a civic society, rooted in citizenship and social responsibility. It should be celebrated as an integral part of a society in which we all want to live. As voluntary action continues to evolve and grow, it should be shaped by an understanding of our concern for and obligation to one another. Those who volunteer or work as paid staff in voluntary organizations should feel pride in knowing they are contributing to a better society. With this in mind the Advisory Board on the Voluntary Sector commends to



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all of the partners in voluntary action a set of first principles that emerged from its consultation process.

☐ ***Voluntary Action is a hallmark of civic society***

Voluntary action is rooted in citizenship and social responsibility.

☐ ***Voluntary Action advances quality of life***

Voluntary action should enrich and empower the lives of the people it affects.

☐ ***Voluntary Action is an expression of responsibility to one another***

Voluntary action provides an opportunity for individuals to contribute to their communities through a demonstration of civic and shared responsibility.

☐ ***Voluntary Action includes advocacy as an essential part of democracy***

Advocating at all levels within society is a legitimate mechanism by which voluntary organizations represent and promote the interests of those they serve (e.g., representing the rights of people in institutions, or encouraging wheelchair accessibility).

☐ ***Voluntary Action is rewarding and satisfying***

Volunteers need to know that what they are doing is making a difference and is contributing to their personal self-development.

☐ ***Voluntary Action is enhanced if a volunteer's own essential needs are met***

People will more readily volunteer if they do not have to worry about their own needs.

☐ ***Voluntary Action values diversity***

We need to recognize and value the full spectrum of differences in motivations and aspirations, age, abilities, politics, ethnicity, culture, religion, and socio-economic background that are represented within the voluntary sector.

☐ ***Voluntary Action is willing and non-salaried***

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required as part of government or other programs, e.g., community service orders, workfare. (Reimbursement for reasonable expenses may be appropriate).

☐ ***Voluntary Action should complement, not replace, jobs***

Voluntary action should not actively seek to replace employment or jobs, and should be taken by individuals of their own choice to augment but not compete with paid activity.

☐ ***Voluntary Action complements and does not displace essential services***

Government should continue to be accountable and responsible for the provision of essential services to meet basic needs, although voluntary organizations may choose to participate in the provision of services.

As the voluntary sector defines new partnerships, within the sector itself, and with government, business, and labour, all of the partners need to recognize, understand and move toward acceptance of the underlying principles that govern the voluntary sector and its relationships with others. We need to foster civic-minded values in society - support the spirit of voluntary action and the notion that voluntary action is an integral part of the fabric of our society.

The Advisory Board on the Voluntary Sector has made recommendations in this report based on the advice provided through its intensive consultation process. These principles provide the foundation of values upon which the recommendations have been built.



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# A PLACE AT THE TABLE

## The Community Message

**T**he voluntary sector should be understood as the first sector and must be viewed at least equally with government and the private sector if the great tenets of a democratic society are to remain strong and flourish. Historically, governments have tended not to consider voluntary action and its social and economic impact when designing policy and legislation. Frequently policies have been implemented which have discouraged rather than enhanced voluntary action. In the future, the voluntary sector must be at the table to ensure that decisions are made with a full understanding of the needs for voluntary action.

The community has given a strong message that the voluntary sector, private sector, government and labour must work in partnership to define new roles and work toward a stronger, healthier society. In this new partnership, the role of government should be to act as an enabler of voluntary action rather than as a director and controller. Government also needs to recognize and encourage local mechanisms for setting local, community and regional priorities.

Voluntary organizations must be able to deal efficiently and effectively with government. A focus and voice is needed within government to bring the voluntary perspective to the table. At the same time, the voluntary sector needs to have a means to share its perspective on issues with government and be involved in planning for change early in the process so transitions can be managed effectively. Ideally this would mean involving all three levels of government together with representation from the private sector.

## Recommendations

1. The provincial government should form a Round Table, chaired by the

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Premier, and composed of ministers and senior civil servants whose ministries interact with the voluntary sector, together with an equal number of representatives from the voluntary sector as well as representatives of other stakeholders. The Round Table should ensure a place at the table for the voluntary sector on such issues affecting voluntary action as:

- (a) Ensuring meaningful consultation with the voluntary sector before significant policy and funding decisions are made that affect voluntary action;
- (b) Reviewing policies and programs of government agencies such as the Public Guardian and Trustee's Office to recommend ways to make them more supportive of voluntary organizations;
- (c) Supporting community driven strategies for achieving common objectives and mutual support;
- (d) Fostering common approaches within the voluntary sector, where appropriate;
- (e) Assisting in developing joint initiatives among governments, and the voluntary and private sectors, e.g., corporate volunteer councils, three-way partnerships among business, government and voluntary organizations;
- (f) Examining the relationships between the changing world of work and voluntary action; and
- (g) Reviewing and reporting on progress relating to the recommendations of the Advisory Board on the Voluntary Sector, particularly the actions taken by government and other stakeholders.

The Round Table should undergo a review of its mandate every three years.

2. The Premier should immediately appoint a Minister, with existing line responsibility, to be responsible for policies and programs that affect and



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support voluntary action in Ontario. This Minister “responsible for voluntary action” should be supported by a secretariat drawn from existing resources. The role of the Minister would be to:

- (a) Provide support to the Round Table;
- (b) Ensure the recommendations of the Advisory Board are championed and effectively implemented in a timely manner;
- (c) Develop government management practices that focus on service outcomes rather than organizational control and that ensure that issues affecting voluntary action are integrated across ministries. For example: coordinating programs, eliminating duplication, sharing public resources (e.g., using school buses to transport seniors);
- (d) Streamline government funding processes, establish one-window access and a process for voluntary organizations to lodge complaints about problems with government service;
- (e) Ensure that impacts on voluntary action of legislation, policy, ministry business plans and program funding decisions are assessed before implementation. This should be achieved according to criteria designed in collaboration with the voluntary sector, including a community perspective;
- (f) Research new models for the voluntary sector and support the sector in introducing change, including: supporting community-based cooperation for determining needs, providing services and enhancing voluntary action;
- (g) Ensure that voluntary organizations have fair and equal access to economic opportunities such as charitable gaming activities and opportunities to compete for government contracts;
- (h) Ensure that government does not compete with the voluntary sector to obtain private sector funding;
- (i) Recognize that it is an essential part of democracy for voluntary

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organizations to advocate on behalf of those they serve;

- (j) **Contribute to ongoing research and maintenance of data on the size, scope and impact of the voluntary sector and support the development of community-based information technology networks for voluntary action;**
- (k) **Support the development and dissemination of volunteer training programs;**
- (l) **Administer, promote and coordinate all government awards for voluntary action;**
- (m) **Work with business to further its support of voluntary action, including: exploring incentives for employers to encourage employees to volunteer, and working with the insurance industry to develop products that meet the needs of voluntary organizations; and**
- (n) **Promote voluntary action, both formal and informal, through a communications strategy designed and implemented in concert with the voluntary sector.**

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Since federal, provincial and municipal governments have profound impacts on voluntary action, it is important that the consideration of policy and legislation be a collaborative effort which includes the key players and that the broadest view be taken of the impact on voluntary action of government decisions.

**Therefore, it is further recommended that:**

3. **The Ontario government should propose that a future First Ministers' Conference agenda include: the place and contribution of voluntary action in Canadian society; the voluntary sector's new role in relation to government; an examination of enabling policies that support the voluntary sector and reduce duplication and overlap between government levels**



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**as they interact with the voluntary sector; and, consideration of the impact of devolution between government levels on voluntary action.**

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# A COMMON AGENDA

## The Community Message

**T**he Board heard across the province that voluntary organizations understand that they have much in common, need to be able to speak with a cohesive voice to government and other stakeholders, and pool their resources to be more effective. At the same time it is important to recognize that communities are different; what works in Fort Frances may not be appropriate in London or Cornwall.

While many consultation participants felt there is a need to identify or develop an umbrella organization or coalition of groups to represent the voluntary sector, others felt that this may not be feasible given the broad range of mandates and services among voluntary organizations. It was noted, however, that other sectors such as business are able to present a cohesive voice on common issues despite their competitive nature and many differences. More discussion needs to take place in the voluntary sector to move toward resolving this issue.

## Recommendation

4. The provincial government should support the voluntary sector in establishing a means for voluntary organizations to address their common challenges regarding voluntary action. To this end, the Minister "responsible for voluntary action" should, within six months, convene a forum, with cross-sectoral representation, to provide the voluntary sector with the opportunity to explore ways of addressing their common challenges, including the ones outlined on the following pages.



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The voluntary sector needs to develop a cohesive voice, provincially and locally, with the support of government, to deal with the challenges and opportunities it faces, to provide mutual support, to set local priorities and to influence decisions. Collecting data on the size, scope and impact of the voluntary sector is key to advancing the understanding of the range and impact of voluntary action in every dimension of our life. As well, a variety of broad-based, interactive communications approaches are needed to create public awareness about voluntary action and its benefits, to encourage and support voluntary action and to address myths that place the voluntary sector in a negative or antiquated light.

**Therefore, it is recommended that the forum address how the voluntary sector should:**

- (a) Speak with a cohesive voice on issues affecting the voluntary sector and voluntary action, and serve as a point of access for the government and other sectors to engage the voluntary sector on issues that are common to the sector;**
- (b) Assist communities to envision their future, define their needs and priorities and inform local approaches as well as provincial policy;**
- (c) Conduct ongoing research and maintain data, in partnership with government, on the size, scope and economic impact of the sector while balancing cost and usefulness of the information;**
- (d) Work with other partners to implement a communications strategy that promotes the ethical, social and economic importance of voluntary action, and the personal rewards and satisfactions that derive from voluntary action; and that includes a call to action, a readiness by people to volunteer.**

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Diversity, if properly channelled, will enrich the voluntary sector immeasurably. At the same time, the Advisory Board heard again and again how important it was, and often how difficult, for organizations to reflect the diversity of

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their communities in their organizations. Many expressed a desire for learning from others and receiving training to accomplish this objective. In order to do so, the sector should strive to eliminate barriers and accommodate volunteers with different interests and abilities and from different socio-economic, cultural or linguistic backgrounds.

A critical challenge for the voluntary sector is to determine how to provide volunteers with appropriate support and training and voluntary organizations with appropriate leadership and governance. Voluntary organizations are faced with such issues as how to respond to the need for changing skill levels in volunteers, how to match volunteers to appropriate volunteer work, how to encourage volunteers to take on leadership roles, how to keep volunteers motivated and how to promote the benefits of self-development.

An integral component of supporting voluntary action is recognizing volunteers for the valuable and meaningful contribution they make to their communities. The challenge for voluntary organizations is to recognize volunteers in a tangible, ongoing way that is meaningful to individual volunteers and reinforces their commitment to the organization. Volunteer boards are sometimes ill-equipped to address the increasing complexity and responsibility of leadership and to provide the strategic direction required for their organizations. As volunteers, board members have the same pressures of time and family commitments but also face the additional challenges that board membership requires. There is a need to bring together and make accessible all the existing resources for volunteer management and board governance.

**Therefore, it is recommended that the voluntary sector, through a means identified at the forum or through other avenues, continue to provide mutual support by:**

- (e) Assisting voluntary organizations to achieve their goals around reflecting diverse communities in their services, volunteers, staffing and boards (See Recommendation #8);**
- (f) Collecting, coordinating and disseminating existing materials, tools, aids and best practices to help voluntary organizations to develop policies and practices to define and enhance the participation of**



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**volunteers within their organizations, particularly volunteer leaders;**

- (g) Building on work already done, helping to develop and disseminate training programs, for delivery at the community level, to train volunteers and those who manage them and encourage organizations with information technology expertise to mentor those that need to increase their capability in this area;**
- (h) Ensuring that the voluntary sector and its partners, including the provincial government, recognize volunteers at all levels in an ongoing, meaningful way, building upon existing programs wherever possible. For example, institute a youth category in existing province-wide award programs such as the Order of Ontario and recognize youth volunteers through non-monetary events, e.g., leadership and skill development workshops.**

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There is a need for the voluntary sector to work with labour to maintain a positive environment for volunteers and to work toward a new understanding of how volunteers can successfully contribute within the workplace to meet local needs.

**Therefore it is further recommended that the voluntary sector:**

- (i) Work with labour to resolve mutual misconceptions and concerns around voluntary action and work, and build a collaborative strategy in the workplace.**

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Voluntary organizations and volunteers must be accountable for their actions and decisions. This accountability flows to their governing bodies, funders, clients and the public. The sector as a whole needs to build on and recognize measures that demonstrate cost-effectiveness, best practices and successes among voluntary organizations.

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**Therefore it is further recommended that the voluntary sector:**

- (j) Develop and promote a code of conduct that helps to ensure that the voluntary sector responds first and foremost to the needs of its constituents and assures the integrity of its services as part of the public trust that it holds; and**
- (k) Assist with an accountability framework for voluntary organizations, including common performance measures and benchmarks against which the sector can recognize excellence in relation to voluntary action.**

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# NEW PARTNERSHIPS - NEW CAPACITY

## The Community Message

**W**ith economic change being such a major force in communities across Ontario, it is critical for voluntary organizations to establish new partnerships within the sector, with all levels of government, with the private sector and with labour to enhance their capacity to make a difference. All partners must cooperate to create a new society that works together to do what is best for Ontario's communities.

In this changing society, voluntary organizations continually need to assess community needs and the capacity of the sector to meet these needs. At the heart of this issue is the need to define new, sustainable models for voluntary organizations designed on redefined roles and service delivery methods. While investment from government and other sectors is necessary, there is an onus on the voluntary sector to demonstrate that it too is changing and looking for innovative ways to make the most creative use of limited resources.

Critical to the ability of the voluntary sector to expand its volunteer capacity is to overcome the notion, commonly held in other sectors, that volunteers are "free" when in fact they require an enduring infrastructure to support them in providing services to the community and to provide leadership and management in voluntary organizations. This infrastructure should be able to broker the volunteer supply and demand, define volunteer skills requirements within the community and provide training, scheduling and supervision.

Strategic investment by the government in voluntary action is integral to the sustainability of the sector. Government investment should be based on the premise that the voluntary sector is a large industry which provides tremen-



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dous benefits in terms of jobs and quality of life in the community for a relatively small investment. One important example is the investment in management and leadership, such as a paid volunteer coordination function responsible for recruiting, training and managing volunteers.

To complement government strategic investment, the voluntary sector should continue to explore new models of investment by business and other stakeholders. Voluntary action benefits communities, and healthy communities are better places in which to conduct business. Not only does there need to be a stronger understanding by the private sector of voluntary action and its contribution, but there needs to be a complementary understanding by the voluntary sector of the assets and goodwill harboured in the private sector.

In cultivating new partnerships with the private sector, voluntary organizations should continue to look beyond funding toward other means of support the private sector can provide, such as providing or leveraging in-kind donations, human and physical resources, leadership, training and expertise. Likewise, the voluntary sector can promote its capacity to be a reciprocal partner with its own skills to contribute.

## Recommendation

- 5. The provincial government should establish a fund to enable voluntary organizations to build capacity for voluntary action and thereby contribute to the social and economic health of Ontario. This fund should be managed and distributed at the community level by a process which involves volunteers and enables voluntary action in the areas outlined on the following pages.**

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In Recommendation #4, the Advisory Board proposes that the voluntary sector come together to find a means to address many issues that cut across the voluntary sector. The means selected to do this will require a commitment of sustaining funding for support.

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**Therefore, it is recommended that the fund be used to:**

- (a) Support the strategies and mechanisms identified by the voluntary sector to work together to achieve a cohesive voice, mutual support and common objectives.**

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The success of voluntary action depends upon enhanced volunteer participation - by attracting and recruiting new volunteers, by supporting and training current volunteers; and by channelling the many different values, motivations and contributions of volunteers. There was strong consensus across the province that there needs to be a stable infrastructure to support and manage voluntary action, including appropriate screening, training and ongoing management of volunteers. This does not necessarily mean that every organization needs its own full-time volunteer coordinator - organizations might cooperate to support a local, single point of contact in certain communities for recruiting and screening volunteers as well as managing and coordinating their training needs (see Recommendation #4).

**Therefore, it is recommended that the fund be used to:**

- (b) Build and sustain the volunteer base by supporting a volunteer coordination function in voluntary organizations to conduct marketing and outreach; and to recruit, train, supervise, sustain and recognize volunteers.**

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Many organizations need to examine if their approaches or cultures inhibit volunteering, e.g., travel costs, particularly in rural and northern areas; specific accommodations for elderly people or people with physical disabilities; out-of-pocket expenses for child care, etc.

**Therefore, it is recommended that the fund be used to:**

- (c) Provide assistance to voluntary organizations to meet special**

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**expenses related to meeting specific volunteers' needs (e.g., out-of-pocket expenses or special accommodation for people with disabilities).**

Volunteers and voluntary organizations need easier access to information so that they can manage it effectively and share it. Rosters of volunteers and volunteer opportunities, the range and diversity of voluntary organizations, best practices and ideas for resource-sharing are just some of the kinds of information that would be useful. The voluntary community supports greater use of information technology to help with managing and sharing information. Information technology is seen as a logical solution to the problems of distance for rural and northern communities. We also heard that there is potential to enlist the partnership of government, industry and voluntary organizations in developing innovative approaches to meeting these needs. At the same time caution was expressed that information and information technology solutions have to be tailored to the needs of individual communities and organizations and should not be relied upon to either supplant conventional methods of communication nor solve all of the problems facing the voluntary sector.

**Therefore, it is recommended that the fund be used<sup>7</sup>, to:**

- (d) Enable local voluntary organizations, in partnership with the private sector, to use community-based information technology networks which would allow access to information in such areas as matching volunteer opportunities, best practices, and a tool kit of information and software on managing volunteers.**

These networks would be phased in, taking advantage of Internet technology and would eventually link across the province. They would provide access to existing and developing information such as:

- ☐ an ongoing database about the sector;
- ☐ helping match volunteers to volunteer opportunities;



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- ☐ a tool kit of information, best practices and software to help voluntary organizations manage;
  - ☐ enabling bulk purchasing of information technology and other needs; and
  - ☐ accessible, affordable information technology training and support.

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It is important for government to support voluntary action through both the purchase of service from voluntary organizations, which helps organizations to continue to provide services, and strategic funding to support voluntary activity within those organizations. It is also essential that government continue to fund essential services in our communities, as expressed by one of the principles in the first section of the report which states that the government should be accountable and responsible for the provision of essential services to meet basic needs.

Government could change the conditions under which organizations are currently funded to support more collaborative partnerships and allow voluntary organizations the flexibility to implement creative, shared solutions to limited resources, e.g., not be confined to the government program structures that provide the funding. It is also important for government to standardize the funding proposal format across ministries and within ministries to make it easier for voluntary organizations to submit proposals and to provide one access point into government for the voluntary sector.

## **Recommendation**

### **6. The provincial government should further support voluntary action through:**

- (a) not devolving its mandate to define policy for and fund essential services;**

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- (b) strategically investing existing resources to leverage maximum support for increasing capacity in voluntary organizations;**
  - (c) ensuring that funding processes support and encourage mutual support and cooperation among voluntary organizations; and**
  - (d) assisting voluntary organizations to research, develop, and act on alternate models to build financial, human, information and organizational capacity; such as identifying private-sector investment opportunities or developing new strategies for achieving outcomes.**

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# GOVERNMENT AS ENABLER

## The Community Message

**G**overnments at all levels have a responsibility to create policy, legislative and operational environments that support voluntary action. This includes removing barriers that discourage people from volunteering, or that increase costs to or reduce the effectiveness of voluntary organizations. There is considerable work in progress by the voluntary sector in Canada regarding tax incentives for charitable giving and reform of organizational and supervisory law as it relates to the non-profit sector. These efforts should be monitored and incorporated into work being done in Ontario where appropriate.

As people are becoming more concerned about personal risk and potential liability, it is becoming increasingly difficult to recruit volunteers, particularly board members. We heard often of the need to clarify and simplify legislation regarding liability insurance for volunteers. The Advisory Board commends the government for introducing legislation in this regard and encourages it to proceed quickly to ensure that volunteer board members can be protected.

At the same time, there was consensus about the need to explore blanket legislation ("Good Samaritan") that would protect volunteers who are injured or cause injury or damage while acting in good faith. Not only would this address much of the concern about risk that deters people from voluntary action, but valuable funds would not be diverted from direct service to pay for extraordinary insurance, legal fees and settlements. It was also suggested that a province-wide liability insurance package be developed for the volunteer system - by the insurance industry in cooperation with government - that could be accessed by all voluntary organizations at reduced cost. (See Recommendation #2m).

The Board also heard repeatedly that to protect clients of volunteer services, especially vulnerable people, and to enhance the credibility of the voluntary sector, comprehensive and consistent screening procedures must be estab-



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lished and implemented across the province, appropriate to the level of risk to the client, and consistent in terms of cost to volunteers and voluntary organizations.

During its exploration of information technology opportunities the Advisory Board was made aware of the tremendous potential of Internet technologies. The policy and legislative environment around this dynamic tool is perpetually catching up to changes in the technology. In this regard, the importance of an appropriate legislative and policy context is as important to the voluntary sector as it is to other sectors in our society.

## Recommendation

7. The provincial government should examine and amend its policies, legislation and regulations that specifically relate to the voluntary sector and raise the interests of the voluntary sector with the federal government on all relevant legislative and policy issues. As first steps, the provincial government should:
  - (a) Monitor and cooperate with other work being done in Canada in the areas of reform of taxation legislation and organizational and supervisory law<sup>8</sup> and actively support provincial and federal tax incentives and reform measures which enhance charitable giving and the economic sustainability of voluntary organizations, including careful consideration by the Minister of Finance of the Pre-Budget Submission to the House of Commons Standing Committee on Finance of the Charitable Incentives Review Task Force of the federal Voluntary Sector Round Table, and review with the federal government the requirements of the *Charities Registration Act* regarding advocacy;
  - (b) Coordinate and simplify specific legislation and regulations that govern the voluntary sector, e.g., *Charities Accounting Act* and *Corporations Act*;
  - (c) Ensure that in designing legislative and tax reforms the government is sensitive to impacts on the voluntary sector, e.g., the impacts of property tax reform on charitable organizations;

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- (d) **Proceed as soon as possible with legislation and regulations that will allow all non-profit organizations to easily and reasonably purchase directors' and officers' liability insurance<sup>9</sup>;**
  - (e) **Develop legislation that protects both volunteers and recipients of volunteer services should damage or injury occur to either party - except where a result of a wilful act or gross negligence;**
  - (f) **Work with the federal government to ensure a legislative and regulatory environment that will allow voluntary organizations affordable access to such information technologies as the Internet;**
  - (g) **Undertake a study to explore tax incentives for employers to enable employees to work on volunteer activities during paid time; and**
  - (h) **Ensure that appropriate, and consistent policies and practices are in place to screen volunteers, including strategies to implement appropriate police checks at no cost to volunteers.**

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# VOLUNTEERS OF TODAY AND TOMORROW

## The Community Message

**A**s our communities become increasingly diverse in terms of different cultures, ages, abilities, capacities and interests, we are seeing increasing diversity in people who volunteer, why they volunteer and how they choose to volunteer. To remain a vital part of our communities, it is important for the community to recognize and value volunteers from all walks of life, to ensure access to all potential volunteers and to address personal limitations of volunteers, such as family or work pressures. Across the province, we heard from volunteers and voluntary organizations who view diversity as both an opportunity and a challenge for the voluntary sector.

Diversity is an exciting resource, which if properly channelled, will enrich the sector immeasurably. Therefore, it is important for voluntary organizations to be flexible in their policies and structure in order to harness the strengths and contributions of a more diverse group of volunteers. This may include adopting, where appropriate, new policies, strategies and programs that are more inclusive. It is also critical for the voluntary sector to continue to work to remove the barriers that prevent people from volunteering.

## Recommendation

8. Voluntary organizations, with the support of each other and of government, should harness and reflect the diversity of volunteers in their services, their volunteers, their staffing and their boards by:
  - (a) Taking ownership of strategies to recruit and accommodate



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**volunteers with different motivations, abilities, ages, socio-economic, cultural or linguistic backgrounds; and**

- (b) Developing broad benchmarks for achievement in diversity and recognizing excellence in inclusiveness.**

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Young people are the volunteers of the future. We must nurture a culture of voluntary action in young people, one which is relevant to the realities of today's youth and speaks to them in language they understand. There are barriers to youth voluntary action, such as lack of transportation, job instability, school and family pressures. However, stimulating voluntary action among youth can result in future contributions, helping young people build their future and giving them the satisfaction of knowing they are helping their communities.

A lifelong awareness of the value of voluntary action needs to begin early in life through a cooperative effort among parents, schools, and community groups. Values which include caring for our world, sharing with others and building community must be instilled and maintained in young people. We need to help young people to recognize that not only does volunteering yield its own rewards in satisfaction but it can help build their futures.

## **Recommendation**

- 9. The provincial government should impart the value of volunteering to young people throughout Ontario's school system (from kindergarten to the highest secondary school levels) and introduce Voluntary Action Learning<sup>10</sup> into the secondary school system. The objectives of this program should be to: develop citizenship and create a greater sense of responsibility for the community; provide career exploration possibilities; develop job readiness and job search skills; increase academic achievement and serve as a drop-out prevention strategy; break down cultural, generational and racial barriers; and enhance self-concept and self-esteem. The program should include the following components:**

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- ☐ A compulsory credit course or a significant component within another course(s) should be introduced in the secondary school curriculum that focuses on voluntary action, and contains experiential learning opportunities and the potential to undertake in-school class or group service projects;
  - ☐ Provide students in secondary school with an opportunity to take an optional credit course that would entail a volunteer field placement that includes a “learning reflection” component (community volunteer placements would be distinguished from traditional co-operative education programs);
  - ☐ Introduce curriculum components on the topic to elementary and middle-school students; and
  - ☐ Offer professional development to all teachers on the topic of Voluntary Action Learning.

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# CONCLUSION: A NEW ERA FOR VOLUNTARY ACTION

**A**s the voluntary sector defines new partnerships, particularly with the provincial government and the private sector, all of the partners need to recognize, understand and move toward acceptance of the underlying principles presented in the first section, A Hallmark of a Civic Society, that govern the voluntary sector and its relationships with others. We need to foster civic values in society, support the spirit of voluntary action and the notion that voluntary action is integral to the fabric of our society.

The partners in voluntary action need to work together to develop and implement a strategy that promotes the ethical, social and economic importance of voluntary action. This strategy begins with the voluntary sector taking an equal place at the table, and with government assuming a role as an enabler of voluntary action rather than as director and controller. It continues with the voluntary sector recognizing the need to develop new relationships among voluntary organizations to be able to speak with a cohesive voice, provide one another with mutual support and achieve greater self-reliance.

One of the greatest challenges facing the voluntary sector is building its capacity to better serve the community. We need to foster new partnerships with various stakeholders and reinforce the satisfaction current volunteers get from voluntary action - both informal volunteers (neighbour helping neighbour) and volunteers in organizations. We need to reinforce the enormous contribution volunteers make toward the health and well-being of our communities. This can only be done if volunteers and voluntary organizations have an ongoing infrastructure for support, training and recognition.

We also need to help young people to recognize that not only does voluntary action help build their own future but also gives its own rewards in satisfaction - plans to stimulate voluntary action by youth can result in years of future contributions.



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Voluntary action has traditionally been characterized by an ethical “vision” of mutual support among neighbours, friends and colleagues. Even though voluntary action today is often more structured, we should not lose touch with its personal and ethical base. The viability of any movement ultimately rests with the strength of its public franchise - the voluntary sector is no exception.

## **RECOMMENDATIONS**

- 1. The provincial government should form a Round Table, chaired by the Premier, and composed of ministers and senior civil servants whose ministries interact with the voluntary sector, together with an equal number of representatives from the voluntary sector as well as representatives of other stakeholders. The Round Table should ensure a place at the table for the voluntary sector on such issues affecting voluntary action as:**
  - (a)** Ensuring meaningful consultation with the voluntary sector before significant policy and funding decisions are made that affect voluntary action;
  - (b)** Reviewing policies and programs of government agencies such as the Public Guardian and Trustee's Office to recommend ways to make them more supportive of voluntary organizations;
  - (c)** Supporting community driven strategies for achieving common objectives and mutual support;
  - (d)** Fostering common approaches within the voluntary sector, where appropriate;
  - (e)** Assisting in developing joint initiatives among governments, and the voluntary and private sectors, e.g., corporate volunteer councils, three-way partnerships among business, government and voluntary organizations;
  - (f)** Examining the relationships between the changing world of work and voluntary action; and
  - (g)** Reviewing and reporting on progress relating to the recommendations of the Advisory Board on the Voluntary Sector, particularly the actions taken by government and other stakeholders.

**R E C O M M E N D A T I O N S**

The Round Table should undergo a review of its mandate every three years.

- 2. The Premier should immediately appoint a Minister, with existing line responsibility, to be responsible for policies and programs that affect and support voluntary action in Ontario. This Minister "responsible for voluntary action" should be supported by a secretariat drawn from existing resources. The role of the Minister would be to:**
  - (a) Provide support to the Round Table;
  - (b) Ensure the recommendations of the Advisory Board are championed and effectively implemented in a timely manner;
  - (c) Develop government management practices that focus on service outcomes rather than organizational control and that ensure that issues affecting voluntary action are integrated across ministries. For example: coordinating programs, eliminating duplication, sharing public resources (e.g., using school buses to transport seniors);
  - (d) Streamline government funding processes, establish one-window access and a process for voluntary organizations to lodge complaints about problems with government service;
  - (e) Ensure that impacts on voluntary action of legislation, policy, ministry business plans and program funding decisions are assessed before implementation. This should be achieved according to criteria designed in collaboration with the voluntary sector, including a community perspective;
  - (f) Research new models for the voluntary sector and support the sector in introducing change, including: supporting community-based cooperation for determining needs, providing services and enhancing voluntary action;
  - (g) Ensure that voluntary organizations have fair and equal access to economic opportunities such as charitable gaming activities and opportunities to compete for government contracts;



## Report of the Advisory Board on the Voluntary Sector

### R E C O M M E N D A T I O N S

- (h) Ensure that government does not compete with the voluntary sector to obtain private sector funding;
  - (i) Recognize that it is an essential part of democracy for voluntary organizations to advocate on behalf of those they serve;
  - (j) Contribute to ongoing research and maintenance of data on the size, scope and impact of the voluntary sector and support the development of community-based information technology networks for voluntary action;
  - (k) Support the development and dissemination of volunteer training programs;
  - (l) Administer, promote and coordinate all government awards for voluntary action;
  - (m) Work with business to further its support of voluntary action, including: exploring incentives for employers to encourage employees to volunteer, and working with the insurance industry to develop products that meet the needs of voluntary organizations; and
  - (n) Promote voluntary action, both formal and informal, through a communications strategy designed and implemented in concert with the voluntary sector.
3. The Ontario government propose that a future First Ministers' Conference agenda include: the place and contribution of voluntary action in Canadian society; the voluntary sector's new role in relation to government; an examination of enabling policies that support the voluntary sector and reduce duplication and overlap between government levels as they interact with the voluntary sector; and, consideration of the impact of devolution between government levels on voluntary action.
4. The provincial government should support the voluntary sector in establishing a means for voluntary organizations to address their common challenges regarding voluntary action. To this end, the Minister "respon-

**R E C O M M E N D A T I O N S**

sible for voluntary action” should, within six months, convene a forum, with cross-sectoral representation, to provide the voluntary sector with the opportunity to explore ways of addressing their common challenges, including the following:

- (a) Speaking with a cohesive voice on issues affecting the voluntary sector and voluntary action, and serve as a point of access for the government and other sectors to engage the voluntary sector on issues that are common to the sector;
- (b) Assisting communities to envision their future, define their needs and priorities and inform local approaches as well as provincial policy;
- (c) Conducting ongoing research and maintain data, in partnership with government, on the size, scope and economic impact of the sector while balancing cost and usefulness of the information;
- (d) Working with other partners to implement a communications strategy that promotes the ethical, social and economic importance of voluntary action; the personal rewards and satisfactions that derive from voluntary action; and that includes a call to action, a readiness by people to volunteer.

The voluntary sector, through a means identified at the forum or through other avenues, should continue to provide mutual support by:

- (e) Assisting voluntary organizations to achieve their goals around reflecting diverse communities in their services, volunteers, staffing and boards (See Recommendation #8);
- (f) Collecting, coordinating and disseminating existing materials, tools, aids and best practices to help voluntary organizations to develop policies and practices to define and enhance the participation of volunteers within their organizations, particularly volunteer leaders;
- (g) Building on work already done, helping to develop and disseminate training programs, for delivery at the community level, to train

**R E C O M M E N D A T I O N S**

volunteers and those who manage them and encourage organizations with information technology expertise to mentor those that need to increase their capability in this area;

- (h) Ensuring that the voluntary sector and its partners, including the provincial government, recognize volunteers at all levels in an ongoing, meaningful way, building upon existing programs wherever possible. For example, institute a youth category in existing province-wide award programs such as the Order of Ontario and recognize youth volunteers through non-monetary events, e.g., leadership and skill development workshops;
  - (i) Working with labour to resolve mutual misconceptions and concerns around voluntary action and work, and to build a collaborative strategy in the workplace;
  - (j) Developing and promoting a code of conduct that helps to ensure that the voluntary sector responds first and foremost to the needs of its constituents and assures the integrity of its services as part of the public trust that it holds; and
  - (k) Assisting with an accountability framework for voluntary organizations, including common performance measures and benchmarks against which the sector can recognize excellence in relation to voluntary action.
- 5. The provincial government should establish a fund to enable voluntary organizations to build capacity for voluntary action and thereby contribute to the social and economic health of Ontario. This fund should be managed and distributed at the community level by a process which involves volunteers and enables voluntary action in the areas below. The fund should be used to:**
- (a) Support the strategies and mechanisms identified by the voluntary sector to work together to achieve a cohesive voice, mutual support and common objectives;
  - (b) Build and sustain the volunteer base by supporting a volunteer



**R E C O M M E N D A T I O N S**

coordination function in voluntary organizations to conduct marketing and outreach; and to recruit, train, supervise, sustain and recognize volunteers;

- (c) Provide assistance to voluntary organizations to meet special expenses related to meeting specific volunteers' needs (e.g., out-of-pocket expenses or special accommodation for people with disabilities);
- (d) Enable local voluntary organizations, in partnership with the private sector to use community-based information technology networks which would allow access to information in such areas as matching volunteer opportunities, best practices, and a tool kit of information and software on managing volunteers<sup>7</sup>.

**6. The provincial government should further support voluntary action through:**

- (a) not devolving its mandate to define policy for and fund essential services;
- (b) strategically investing existing resources to leverage maximum support for increasing capacity in voluntary organizations;
- (c) ensuring that funding processes support and encourage mutual support and cooperation among voluntary organizations; and
- (d) assisting voluntary organizations to research, develop, and act on alternate models to build financial, human, information and organizational capacity; such as identifying private-sector investment opportunities or developing new strategies for achieving outcomes.

**7. The provincial government should examine and amend its policies, legislation and regulations that specifically relate to the voluntary sector and raise the interests of the voluntary sector with the federal government on all relevant legislative and policy issues. As first steps, the provincial government should:**

## Report of the Advisory Board on the Voluntary Sector

### R E C O M M E N D A T I O N S

- (a) Monitor and cooperate with other work being done in Canada in the areas of reform of taxation legislation and organizational and supervisory law<sup>8</sup> and actively support provincial and federal tax incentives and reform measures which enhance charitable giving and the economic sustainability of voluntary organizations, including careful consideration by the Minister of Finance of the Pre-Budget Submission to the House of Commons Standing Committee on Finance of the Charitable Incentives Review Task Force of the federal Voluntary Sector Round Table, and review with the federal government the requirements of the Charities Registration Act regarding advocacy;
- (b) Coordinate and simplify specific legislation and regulations that govern the voluntary sector, e.g., Charities Accounting Act and Corporations Act;
- (c) Ensure that in designing legislative and tax reforms the government is sensitive to impacts on the voluntary sector, e.g., the impacts of property tax reform on charitable organizations;
- (d) Proceed as soon as possible with legislation and regulations that will allow all non-profit organizations to easily and reasonably purchase directors' and officers' liability insurance<sup>9</sup>;
- (e) Develop legislation that protects both volunteers and recipients of volunteer services should damage or injury occur to either party - except where a result of a wilful act or gross negligence;
- (f) Work with the federal government to ensure a legislative and regulatory environment that will allow voluntary organizations affordable access to such information technologies as the Internet;
- (g) Undertake a study to explore tax incentives for employers to enable employees to work on volunteer activities during paid time; and
- (h) Ensure that appropriate, and consistent policies and practices are in place to screen volunteers, including strategies to implement appropriate police checks at no cost to volunteers.

**R E C O M M E N D A T I O N S**

**8. Voluntary organizations, with the support of each other and of government, should harness and reflect the diversity of volunteers in their services, their volunteers, their staffing and their boards by:**

- (a) Taking ownership of strategies to recruit and accommodate volunteers with different motivations, abilities, ages, socio-economic, cultural or linguistic backgrounds; and**
- (b) Developing broad benchmarks for achievement in diversity and recognizing excellence in inclusiveness.**

**9. The provincial government should impart the value of volunteering to young people throughout Ontario's school system (from kindergarten to the highest secondary school levels) and introduce Voluntary Action Learning<sup>10</sup> into the secondary school system. The objectives of this program should be to: develop citizenship and create a greater sense of responsibility for the community; provide career exploration possibilities; develop job readiness and job search skills; increase academic achievement and serve as a drop-out prevention strategy; break down cultural, generational and racial barriers; and enhance self-concept and self-esteem. The program should include the following components:**

- ☐ A compulsory credit course or a significant component within another course(s) should be introduced in the secondary school curriculum that focuses on voluntary action, and contains experiential learning opportunities and the potential to undertake in-school class or group service projects;
- ☐ Provide students in secondary school with an opportunity to take an optional credit course that would entail a volunteer field placement that includes a "learning reflection" component (community volunteer placements would be distinguished from traditional co-operative education programs);
- ☐ Introduce curriculum components on the topic to elementary and middle-school students; and
- ☐ Offer professional development to all teachers on the topic of Voluntary Action Learning.



## ENDNOTES

1. Statistics Canada, *Giving Freely: Volunteers in Canada*, Cat. no. 71-535 (Ottawa: Minister of Supply and Services, 1989).
2. This estimate is derived from the following two sources: Canadian Centre for Philanthropy, *Research Bulletin*, Vol. 2, No. 3., August, 1995; and Jack Quarter, *Canada's Social Economy*. Toronto: James Lorimer, 1992.
3. Statistics Canada, *Giving Freely: Volunteers in Canada*.
4. David Sharpe, *A Portrait of Canada's Charities*. Toronto: Canadian Centre for Philanthropy, 1994, 40.
5. Canadian Centre for Philanthropy, *Research Bulletin*.
6. Susan D. Phillips, *Redefining Government Relationships with the Voluntary Sector: On Great Expectations and Sense and Sensibility*. Ottawa: School of Public Administration, Carleton University, November, 1995.
7. The Advisory Board acknowledges the 1996 Budget commitment for a Linkages program of up to \$10 million to support volunteers and recognizes the need to coordinate that commitment with this recommendation (5(d)).
8. The Advisory Board particularly recommends that the government monitor and cooperate with the research being conducted by the Canadian Policy Research Networks Non-Profit Sector Project and other activities funded by the Kahanoff Foundation through the Non-Profit Sector Research Initiative (see the following papers to be published by the CPRN in 1997: Kathleen M. Day and Rose Ann Devlin, *The Canadian Non-Profit Sector*; Ronald Hirshhorn and David Stevens, *Organization and Supervisory Law*; Kimberly Scharf et. al. *Tax Incentives for Charitable Giving in Canada*).

**E N D N O T E S**

9. The Advisory Board commends the government for introducing legislation to address concerns about Board liability, and encourages it to proceed quickly to ensure that volunteer board members can be protected.
10. Also known as “community service learning”.

## ACKNOWLEDGMENTS

In the spirit of our recommendations this report has been a partnership effort. The Advisory Board on the Voluntary Sector consulted widely across the province in developing its recommendations. We want to thank the many people who gave of their time and wisdom to provide us with advice on the future direction for voluntary action in Ontario.

The consultations were facilitated by Lyle Makosky of *InterQuest Consulting* who, in cooperation with the Board, designed the process and advised on the report. Mr. Makosky also developed a computerized group decision support system which was ably run by Eleanor Bilensky. In addition to several Board members, a number of co-facilitators, many of whom were volunteers, helped in the consultation sessions: Joan Beattie, Marc Bisson, Marjorie Blackhurst, Diana Boudreault, Anne Brayley, Paula DeCoito, Sharon Douglas, Manuel Galestroni, Shelly Ireland, Julia MacDonald, Jacqueline Pelletier, Carol Robertson, Paula Speevak-Sladowski, Dennis Taylor, Mary Williamson, and Helen Wood.

The community consultations were hosted by voluntary organizations: Sudbury - Multicultural Folk Art Association; Fort Frances - Volunteer Bureau; Toronto - Community Foundation of Greater Toronto; Campbellford - Campbellford and District Association for Community Living; Cornwall - Centre de santé communautaire de L'Énergie; Ottawa - Volunteer Centre of Ottawa-Carleton; London - Cross Cultural Learner Centre; Hamilton - Hamilton Community Foundation; Peel - Social Planning Council/Volunteer Centre; Information Technology - Canada's Coalition for Public Information. Our thanks to these organizations for their support and cooperation.

Assistance was provided throughout, as well as coordination of the consultation process, by Mary-Martin Wakim in the Office of the Parliamentary Assistant to the Premier; more recently Carol Risebrough has provide liaison. Staff in the Premier's Office and Cabinet Office provided advice and support. Thanks and credit are due to the Voluntary Sector Projects staff in Cabinet Office. While we take full responsibility for the recommendations in the



**A C K N O W L E D G E M E N T S**

Report, Jackie DeSouza, Susan Hoyle-Howieson and David Johnstone contributed much in advice, policy research and writing skills. Monique Wilson provided outstanding administrative assistance. Nicole Lalonde provided support in Cornwall. Lorraine Street of Volunteer Ontario and Gordon Floyd of the Canadian Centre for Philanthropy provided encouragement, advice and research assistance. Finally, we would like to thank Julia Munro, Durham-York MPP and the Premier's Parliamentary Assistant for the opportunity to undertake this important task and for her interest, encouragement, support and guidance throughout.

# APPENDIX 1

## List of Consultation Participants

*The following list identifies all those who participated in the Advisory Board's consultation process - including the Key Informant's Conference, the Search Conference, the technology consultation and the nine community consultations.*

Carole Berry	Brampton
Jeraldine Bjornson	Fort Frances
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Christine Borton	London
Jean-Rock Boutin	Toronto
Marilyn Box	Ottawa
Dorothy Brannan	Emo
M. Urgel Bray	Embrun
Josephine Breyfogle	Toronto
Tim Brodhead	Montreal
Warren Brooke	London
Marilyn Brooks	Sudbury
Kate Brown	London
M. Andre Bruneau	Hawkesbury
Joy Bryson	Campbellford
Linda Buchanan	Mississauga
Barbara Buckspan	Toronto
Florence Buffington	Fort Frances

### -A-

William Adair	Toronto
Bill Adams	Campbellford
Ken Allan	Fort Frances
John Allec	Toronto
Ann Amundsen	Fort Frances
Margaret Andrewes	London
Bill Andrews	Newmarket
Kim Armour	Ottawa
David Armour	Ottawa
Larry Armstrong	Rainy River
Peter P. Armstrong	Toronto
Dianne Arrell	Hamilton
Caryl Arundel	Toronto

### -B-

Mary Ellen Bailey	Mississauga
Trish Baird	Campbellford
Elizabeth Bamberger	Sudbury
Arna Banack	Toronto
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Patti Beckett	Hamilton
Elizabeth Bednar	Toronto
Charles Beer	Toronto
Syrelle Bernstein	Toronto

### -C-

Louisa Cappola	Mississauga
Laurie Carlson	Cobourg
Cindy Carpenter	Sudbury
Johanne Carrière	Cornwall
Russell H. Carrington	Don Mills
Judi Cartman	Sudbury
Jean Castonguay	Sudbury
Sylvia Cayuqueo	Mississauga
Joan Chandler	Kemble
Nadira Chetram	Mississauga
Ken Clavette	Ottawa
Laurette Cleroux	Cornwall
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Rhea Colette	Alexandria
Vic Conte	Campbellford
Helen Conti	Toronto
Sarah Cook	Ottawa
Joanne Cooper	Toronto
Lorne Corlett	Sudbury
Sondra Cornett	Dundas
Carmene Cousineau	Cornwall
Jack Craig	King City
Gordon Cressy	Toronto

# Report of the Advisory Board on the Voluntary Sector

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Sudbury  
Ottawa  
London  
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# Report of the Advisory Board on the Voluntary Sector

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Lucila Spigelblatt	Ottawa
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Heather Sproule	Toronto
Dan Stapleton	Toronto
Betty Steele	Brampton
Sherry Stinchcombe	Campbellford
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Margaret Wall	Hamilton
David Walsh	Toronto
Fran Walsh	Toronto
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Liz Weaver	Hamilton
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Debra Wharton	Toronto
Julie White	Toronto
Barbara Willet	Toronto
Mary Williamson	London
Ailene Wittstein	London
Helen Wood	Frankford
Susan Worthington	Hamilton
Leslie Wright	East York



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## Report of the Advisory Board on the Voluntary Sector

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### A P P E N D I X 1

#### **-Y-**

Shelley Yeo  
John Yudelman

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Toronto

#### **-Z-**

Morris Zbar

Toronto

## APPENDIX 2

### List of Consultation Participants' Affiliated Voluntary Organizations

*The following list was compiled from survey responses that were submitted by participants at all three phases of consultation. Participants were asked to list voluntary organizations with which they were affiliated and felt comfortable representing (in either a formal or informal capacity) in the consultation process. The numbers placed beside some organizations represents the number of people who identified that organization i.e., if three participants were involved with the same organization, it was counted three times. Where several organizations of the same type were identified, they have been grouped together, e.g., associations for community living, United Ways, volunteer centres, etc.*

#### -A-

A Cappella 'Preventive Care for Girls'  
Abbeyfield Society of Ottawa  
ABC Canada  
About Face International  
Act 11 Studio  
Ad Hoc Coalition Against the Head Tax  
Advisory Committee for the Don Valley  
Brickworks  
Agora Foundation  
Aids Committees (4)  
Algonquin College  
All Nation Church

Alpha Ontario  
Alternative Computer Training for the Disabled  
Alzheimer Society (3)  
Amici Musical Trio  
Ancaster Non-Profit Housing Inc.  
Ancient Mystic Order of Samaritans (2)  
Anglican Church of Canada  
Anti-Racism Coalition of Peel  
Antique & Classic Book Society  
Ark Aid Street Mission (2)  
Art Gallery of Hamilton Foundation  
Art Gallery of Ontario  
Arts Advisory Commission  
Asian Community Centre  
Assemblée Des Centres Culturels de L'Ontario  
Associated Youth Services  
Association Canadienne - Française de l'Ontario (ACFO)  
Association for Community Living (13)  
Association Francophone D'appui  
Association for Community Information Centres in Ontario  
Association of Children's Care (USA)  
Associations Des Benevoles De Prescott  
Atenlos Native Family Violence Services  
Atikokan Municipal Council  
Atikokan Parks & Recreation Board

#### -B-

Bach Elgar Choral Society  
Barbara Schlifer Commemorative Clinic  
Bay Area Artists Collective  
Baycrest Centre for Geriatric Care  
Belmont House Home for the Aged  
Bereaved Families of Ontario  
Bernadette McCann House for Women Inc.  
Bethany Centre  
Better Beginnings Better Future, Sudbury  
Bialik Hebrew Day School (2)  
Big Brothers (4)  
Big Sisters (4)  
Black Inmates & Friends Assembly  
Board of Education Advisory Committee  
Brampton Neighbourhood Resource

Centre (2)  
 Breakfast for Learning Canadian Living  
 Foundation  
 Breakfast Clubs (3)  
 Brighter Futures Via Centre  
 Brighton Area Focus Group/Parents of Special  
 Needs  
 Brock University  
 Brockville Psychiatric Hospital  
 Bruce House  
 Bruce Trail Association  
 Bureau de Santé de l'est de l'Ontario  
 Business & Professional Women's Club

### -C-

Caledon Institute of Social Policy  
 Caledon Ski Club  
 Campbellford & District Mental Health  
 Program Advisory Committee  
 Campbellford & District Palliative Care  
 Campbellford District High School  
 Campbellford Memorial Hospital  
 Auxiliary (2)  
 Campbellford/Seymour Carnegie Library  
 Campbellford/Seymour Heritage Society  
 Canada's Coalition for Public Information (2)  
 Canadian Association of Directors of Volun-  
 teer Resources  
 Canadian Cancer Society (8)  
 Canadian Centre for Philanthropy (3)  
 Canadian Council of Reform Judaism  
 Canadian Friends of Peace Now  
 Canadian Friendship Association for Latin  
 America (2)  
 Canadian Hadassah - Wizo  
 Canadian Health & Education Foundation  
 Canadian Hearing Society (2)  
 Canadian Jewish Congress (2)  
 Canadian Library Association  
 Canadian National Institute for the Blind (4)  
 Canadian Naval Association  
 Canadian Oral History Association  
 Canadian Palliative Care Association (2)  
 Canadian Paraplegic Association of  
 Ontario (2)  
 Canadian Peace Alliance

Canadian Policy Research Networks Inc.  
 Canadian Polish Congress, Sudbury  
 Canadian Red Cross Society (5)  
 Canadian Royal Heritage Trust  
 Caregivers for Parents  
 Carewell Campbellford Nursing Home  
 Carleton Foot Patrol  
 Carleton University  
 Carleton Volunteer Centre  
 Celebrating Community Involvement Com-  
 mittee  
 Celebrity Classics  
 Centennial College  
 Centre Agapé/partir d'un Bon Pas (2)  
 Centre Charles Emile Claude  
 Centre Communautaire de Santé Mentale de  
 Prescott-Russell  
 Centre Culturel Les Trois P'tits Points  
 Centre de Ressources Familiales de l'estrie (2)  
 Centre de Services Familial de Prescott-  
 Russell  
 Centre des Pionniers  
 Centre de Santé Communautaire de l'estrie  
 Centre Forestier McKennan  
 Centre for Studies of Children at Risk  
 Centrepointe Theatre  
 Cercle des Fermières de St. Eugene Inc.  
 Chambers of Commerce (4)  
 Chedoke-McMaster Hospital  
 Chedoke-McMaster Hospital Foundation  
 Chevaliers de Colombe, Paroisse St. Jacques  
 Cheyenne Community Housing Co-op Inc.  
 Cheyenne Community Tenants Board  
 Child Care Council Stormont, Dundas &  
 Glengarry  
 Child Care Planning Committee  
 Child Poverty Action Group Ottawa-Carleton  
 Children's Aid Societies (3)  
 Children's Coordination Committee  
 Chinese Canadian National Council  
 Citizen Advocacy (2)  
 City of Cornwall Social Services (Daycare)  
 Clover Valley Farmers Market  
 Club A.N.A.F. Cornwall  
 Club Sportif de Ste-Anne Centre d'Action  
 Coalition for Persons with Disabilities (Peel/  
 Halton)  
 Coalition for Social Justice



# Report of the Advisory Board on the Voluntary Sector

## A P P E N D I X 2

Coalition of Agencies Serving South Asians  
Cobourg Accessibility Committee  
Coffee House Community  
Columbus Centre  
Comité des Citoyens de la Cité Collégiales  
Comité Organisateur Journée Nationale de  
l'enfant  
Committee of Planning & Co-ordinating  
Organizations of Metro  
Community Volunteer Program for Families  
Going Thru Separation  
Community Alliance for Social Issues  
Community Arts Development Advisory  
Committee  
Community Arts Ontario  
Community Care Services (3)  
Community Committee on Workfare  
Community Day Care Centre  
Community Development Network (2)  
Community Foundations (8)  
Community Health Centres (2)  
Community Information Centres (3)  
Community Literacy of Ontario  
Community Nursing Home  
Community Partnerships Program  
Community Sports Leagues (4)  
Community Stewardship Association  
Community Youth Sport Service  
Connecting Seniors of Canada  
Conseil de Vie Française (3)  
Conseil Paroissial Green Valley, Ste. Mario  
Conservation Council of Ontario  
Cooktown Rate Payers Association  
Coppercliffe Figure Skating Club  
Cornwall Square Mall Walkers  
Corporate Volunteer Program  
Council for London Service  
Council of Aging (2)  
Council of Women, Ottawa-Carleton  
Country Heritage Experience Inc.  
Court Challenges Program (National - Winni-  
peg-based)  
Credit Union Central of Ontario  
Credit Union Charitable Foundation  
Crips & Quacks - Drs. & Persons with Dis-  
abilities Working Together  
Crisis Intervention Committee  
Crisis Response Committee

### -D-

DARTS  
Desh Pardesh  
Developing Countries Farm Radio Network  
Developmental Services Centre  
Disabled Women's Network Ontario  
Dispute/Resolution Centre Ottawa-Carleton  
Distress Centres (4)  
District Health Councils (5)  
Don Mills Foundation  
Ducks Unlimited

### -E-

East London United Church Outreach  
Cluster (2)  
East York Community Development Council  
East York Good Neighbours Council  
Edith Turner Foundation  
Elder Abuse Committee  
Elizabeth Fry Society (2)  
ELKS  
Employment & Outreach Program  
Employment Advisory Board  
Entraide Budfetaire (2)  
Eraie Checkeris School Council  
Erinoak Serving Young People with Physical  
Disabilities

### -F-

Family & Children's Services (2)  
Family Advisory Committee, Hospital for  
Sick Children  
Family Resource Centre  
Family Services (5)  
Family Violence Networks (2)  
Fédération Nationale des Femmes  
Canadienne-Française hors Québec  
Federated Health  
Festival of the Sound, Parry Sound  
First Night  
Five Counties Children's Centre  
Flinders Place

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## A P P E N D I X 2

Focus-on-Future Advisory Committee -  
Ottawa Board of Education  
Fontbonne Society of Peterborough  
Food Banks (5)  
Fort Frances Canadian Bass Championship  
Fort Frances Citizen Recognition Committee  
Fort Frances Fire Department  
Fort Frances Heritage Depot  
Fort Frances Inter-agency Group  
Fort Frances Special Olympics  
Fort Frances Waterfront Development Committee  
Fraternité Alexandria Inc  
Friends of Ferris Provincial Park  
Friends of the Catholic University  
Frontier College

Helping Hands Volunteers of the Davis Centre  
Helpmate Volunteer Bureau  
Heritage London Foundation  
Herzog Memorial Foundation  
Hillel Lodge Homes for the Aged  
Hillfield Strathallan College  
Historic Boundary Waterway  
Horizon Co-op  
Hospice Association of Ontario (2)  
Hospice of London  
Housing Authority Rainy River District  
Housing Development Resource Centre  
Housing Help Centre  
Human Resources Professionals Assoc. of Ont.  
Humanae House  
Humber College

### -G-

Gardiner Museum of Ceramic Art  
Gavson Nursing Home  
Georgina Baseball Association  
Girl Guides & Jeannettes  
Glen Cairn Community Resource Centre  
Good Shepherd Centre  
Good Shepherd Non-Profit Homes  
Goodwill Industries (3)  
Graduate Student Association  
Grassroots Economic Opportunity Development & Evaluation  
Greater Hamilton Tattoo Committee  
Green Shields Canada  
Grey Bruce Labour Arts Committee  
Grosvenor Lodge  
Groupe Inter-agence Glengarry  
Growing Up Healthy Downtown

### -I-

In-Kind Canada  
Idlewyld Manor  
Independent Order of Daughters of the Empire  
Independent Order of Odd Fellows  
Independent Order of Foresters Child Abuse Prevention Fund  
India-Canada Association Canada  
Inner City Home  
International Festival of Theatre of the Oppressed  
International Huntington Association  
Inter Cultural Neighbourhood Social Services  
Inter-faith Social Assistance Reform Coalition  
Inter-agency Coalition for the Disabled  
International Association of Homes & Services for the Aging  
International Association of Outplacement Professionals  
International Reading Association  
Into All the World  
Ismaili Council of Canada  
Italian Canadian Benevolence

### -H-

Halton Hills Public Library  
Hamilton & Region Arts Council (2)  
Hamilton Arts Advisory Commission  
Hamilton Philharmonic Orchestra  
Healthy Schools - Healthy Kids  
Heart & Stroke Foundation (3)

## Report of the Advisory Board on the Voluntary Sector

### A P P E N D I X 2

#### -J-

J'aime Apprendre Inc.  
Jamaican Canadian Assoc.  
Janta Club of Hamilton  
Jessie's Centre for Teens  
Jewish Federation of Greater Toronto  
Joblink (2)  
Junior League of Hamilton/Burlington

#### -K-

Kawartha World Issues Centre  
Kidney Foundation (2)  
Kids Help Phone  
Kids on the Block  
King Bay Chaplaincy  
King Township Historical Society  
Kiwans Club (3)  
Knights of Columbus

#### -L-

La Fraternete  
La Magie des Lettres  
Labour Community Services (2)  
Labour Councils (6)  
Labourers' Local Union  
Labourers' Training Centre  
Landowner Resource Centre  
Large Health  
Laurentian University Faculty Association of Retirees  
Laurentian University (2)  
Legal Education & Action Foundation (LEAF)  
Legal Education Resource Network  
Lester B. Pearson College of the Pacific  
Literary Groups  
Local Churches (16)  
Local Public Schools (5)  
Logement la Nativité  
London Association for Disabled Adults  
London Barrier-Free Technology Centre  
London City Council

London Community Housing Advisory Committee  
London Cross Cultural Learner Centre (3)  
London Intercommunity Health Centre  
London Labour Market Planning Council  
London Language Training Advisory Council  
London Regional Art & Historical Museum  
London Weavers and Spinners  
Look Good - Feel Better  
Long-term Care Regional Advisory Committee (2)

#### -M-

Madame Vanier Children's Services  
Marvelle Koffler Breast Centre Advisory Board, Mount Sinai Hospital  
Max Bell Foundation  
McMaster University  
Meals on Wheels/Popte Rouluate (6)  
Media Coalition of Toronto  
Merrymount Children's Centre  
Metro Toronto Chinese & Southeast Asian Legal Clinic  
Metro Toronto Coalition for Neighbourhood Centres  
Metro Toronto Palliative Care Council  
Metro Toronto Zoological Society  
Meycourt Club of London  
Middlesex London Public Health Unit  
Minor Sports Associations (3)  
Mission Air Transportation Network  
Mississauga Arts Council  
Mississauga Hospital (2)  
Moose Lodge  
Mount Sinai Hospital (2)  
Movement for Canadian Literacy  
Multiple Sclerosis Society (2)  
Multi-Racial Network for Environmental Justice  
Multicultural Association - Inner City Home  
Multicultural Board  
Multicultural Inter-agency Group of Peel  
Multifaith Council on Spiritual & Religious Care (2)  
Muskoka Heritage Foundation



### -N-

National Coalition Building Institute  
National Crime Prevention Council  
National Hospice Association (USA)  
Neighbour Link, London  
Nepean Community Resource Centre  
Niagara Children's Chorus  
Nickel Belt Indian Club  
North East Ontario Visible Minority Network  
Northern Ontario Regional Cooperative  
Housing Association  
Northumberland Planning & Allocation  
Committee  
Northwestern Health Unit  
Northwestern Home Care Program  
Northwestern Ontario Crimestoppers

### -O-

Oasis Co-op  
OLDC Housing  
ONET Networking  
Ontario Arts Council  
Ontario Association of Agricultural Societies  
Ontario Association of Social Workers  
Ontario Association of Volunteer Administra-  
tion (13)  
Ontario Association of Youth Employment  
Centres  
Ontario Cancer Institute, Princess Margaret  
Hospital  
Ontario Coalition of Agencies Serving Immi-  
grants (3)  
Ontario Community Support Association  
Ontario Federation of Labour  
Ontario Heritage Foundation  
Ontario Literacy Coalition  
Ontario March of Dimes  
Ontario Mental Health Foundation  
Ontario Network of Employment Skills  
Training Project  
Ontario Prevention Clearinghouse  
Ontario Public Interest Research Group  
Ontario Social Safety Network (2)  
Ontario Training and Adjustment Board  
(OTAB) (2)

Operation Springboard  
Opportunity Planning, Ottawa-Carleton  
Ordre des Filles d'Isabelle  
Ottawa West Community Support Services  
Ottawa-Carleton Economic Development  
Corporation  
Ottawa-Carleton Humane Society  
Ottawa-Carleton Immigration Services  
Ottawa-Carleton Learning Foundation  
Ottawa-Carleton Regional Police Service  
Oxfam Canada

### -P-

Palliative Care, Campbellford & District  
Parent/Child Drop-in Centre  
Parkinson Foundation of Canada  
Parks & Recreation (3)  
Partir D'un Bon Pas (2)  
Partners Organization  
Peel Adult Learning Network  
Peel Board of Education  
Peel Child Care Committee  
Peel Children's Centre  
Peel Committee Against Woman Abuse (2)  
Peel Committee on Sexual Assault  
Peel Health Department (2)  
Peel Literacy Guild  
Peel Memorial Hospital  
Peel Multicultural Council (2)  
Peel Volunteer Administrators Network  
Peel/Halton/Dufferin Educators & Trainers  
Reference Group  
People First Self Advocacy Group, Peterbor-  
ough  
Performing Arts Group  
Peterborough & District Head Injury Associa-  
tion  
Peterborough Civic Hospital  
Peterborough Family Enrichment Centre  
Peterborough Housing Authority  
Pickering College  
Placement Coordination Services of Ottawa  
Policy Advisory Council  
Polish Combatants' Association  
Polish Library in Sudbury (2)  
Polish Seniors in Sudbury

Positive Action for Conductive Education  
Professional Associations (5)  
Professional Institute of Public Service of  
Canada

**-Q-**

Queensway Carleton Hospital

**-R-**

Race Relations Committee, Sudbury  
Rainy Lake Multicultural Association  
Rainy Lake Ojibway Educational  
Authority (2)  
Rainy River Curling Club  
Rainy River Hospital Auxiliary (2)  
Rainy River Recreation Board  
Rainycrest Home for the Aged  
Re-evaluation Co-counselling  
Reading Plus  
Regional Advisory Committee for Food &  
Shelter  
Regional Multi-Faith Group on Spiritual &  
Religious Care  
Regional Neo-Natal Follow-up Program  
Retraite Action  
Riverside Health Care (3)  
Royal Alexandra Hospital  
Rockton Agricultural Society  
Ronald McDonald Houses  
Rotary Clubs (11)  
Royal Botanical Gardens Auxiliary  
Royal Canadian Legion (5)  
Royal Ontario Museum  
Royal Ontario Museum Foundation  
Ryerson University

**-S-**

Salvation Army  
Scouts Canada (2)  
Senior Care  
Seniors Councils (4)  
Senior Volunteers Program

Seniors Apartment Corporation  
Seniors Edition  
Seniors Employment Bureau  
Serve Canada Youth Service Organization (2)  
Service d'aide aux Survivants d'agression  
Sexuelle  
Services Communautaires de Prescott-Russell  
Settlement Committee for the Town of  
Cobourg  
Settlement Renewal Project, Federal Govern-  
ment  
Shaar Hashomayim Synagogue  
Sheatre Education Alternative  
Sheridan College (2)  
Sir Edmund Hillary Foundation  
Skead Red Community Club  
Skills for Change (2)  
Social Planning Councils (7)  
Special Education Advisory Committee  
Spitfire Wheelchair Basketball Association  
St. Christopher House  
St. Elizabeth Health Services  
St. Elizabeth's Hospital  
St. John's Rehabilitation Hospital  
St. Joseph's Health Centre  
St. Joseph's Hospitality Soup Kitchen  
St. Joseph's Women's Centre  
St. Lawrence Condominium Ratepayers  
Association  
St. Matthew's House  
Street Kids International  
Stroke Recovery of Ontario  
Student Council  
Sudbury Finnish Rest Home Society  
Sudbury Immigrant Integration Group  
Sudbury Interfaith Dialogue  
Sudbury Multicultural/Folk Arts  
Association (3)  
Sudbury North East Lion's Club  
Sudbury Pastoral Counselling Centre  
Sudbury Prarthana Samaj  
Sudbury Professional Workshop Committee  
Sudbury Race Relations Committee  
Sudbury Regional Heart Health Coalition  
Sudbury Regional Palliative Care Association  
Sudbury Women's Centre (2)  
Supervised Access Advisory Committee (2)  
Survivors Support Ministry



# Report of the Advisory Board on the Voluntary Sector

## A P P E N D I X 2

### -T-

Tapestry House Care for Caregivers  
 Temple Israel of London  
 Terry Fox Run  
 The American College of Health Care  
 The Arthritis Society (6)  
 The Canada Council for the Arts  
 The Canadian College of Health Service  
 The Canadian Women's Foundation  
 The Council for Canadian Unity - Ontario  
 Round Table  
 The Donwood Institute  
 The Family Education Centre  
 The J.W. McConnell Family Foundation  
 The Learning Partnership  
 The Ontario Historical Society  
 The Philip Aziz Centre  
 The Sandy Hill Community Health Centre  
 The Toronto Hospital Foundation (2)  
 The Trillium Foundation  
 Theatre London  
 Thorncliffe Neighbourhood Office  
 Toronto Association of Neighbourhood  
 Services  
 Toronto Dance Theatre  
 Toronto East General Hospital Foundation  
 Toronto Free-Net  
 Toronto Jewish Federation (2)  
 Toronto Walks for AIDS  
 Toronto Women's Health Network  
 Town Councils (2)  
 Township of Tiny Community Policing  
 Committee  
 Trent University

### -U-

Unicef Canada  
 United Achievers  
 United Church of Canada  
 United Generations Ontario (2)  
 United Way/Centraide (24)  
 University of Toronto (3)  
 University Women's Club  
 Urban Alliance on Race Relations

### -V-

Vaadair Hillel Lodge Implementation Centre  
 Variety Club (3)  
 Vedic Cultural Society of Sudbury  
 Victim Services of Peel  
 Victoria Order of Nurses (4)  
 Victoria Recreational Trails Committee  
 Victoria/Haliburton Environmental Farm Plan  
 Victoria/Haliburton Federation of Agriculture  
 Villa Colombo Home for the Aged  
 Visible Minority Network  
 Visual Arts Groups  
 Vita Community Living Services  
 Voices of Positive Women  
 Voluntary Sector Roundtable (2)  
 Volunteer Canada  
 Volunteer Centres (18)  
 Volunteer Ontario (3)  
 Volunteer Transportation Program

### -W-

Web Network  
 Wellington/Dufferin/Guelph Health Unit  
 Wellspring  
 Women's Community House  
 Women's Institute  
 Work ABC's  
 Workable Inc.  
 Workers Heritage Committee of Ottawa-  
 Carleton

### -Y-

Y.M.C.A. - Y.W.C.A. (7)  
 York Region Abuse Program  
 York University (2)  
 Youth Services (Correctional)





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